

OFFICE OF GRADUATE STUDIES
Alcorn State University

Roadmap to Greatness
Tactical Action Plan

Goal I: Student-Centered: The Office of Graduate Studies will develop and improve programs and services that enhance the personal, social, financial, and educational advancement of students in all aspects of campus culture that support student learning and development, increase the number of new graduate degree programs to attract and retain high achieving students.

Objective A: During Academic Year 2009, implement an enrollment management program to attract highly academically qualified students and increase the number of those students in degree programs.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Participate in graduate recruiting fairs and career fairs.	8/2009	5/2010 Annually	Participation in at least four recruiting events per year.	Assistant Dean	\$5,000/year	-	-	-
Visit school districts.	9/2009	5/2010 Ongoing Annually	At least two school district visitations completed per year.	Assistant Dean	\$1,000/year	-	Enrollment Coordinator	-
Develop multimedia enrollment campaign utilizing print and broadcast media.	9/2009	5/2010	Media ads published or broadcasted in at least four different media sources.	Assistant Dean	\$5,000/year	-	-	-
Ascertain current enrollment.	9/2009	9/2009	Enrollment spreadsheets are generated for each academic unit.	Data Manager	-	-	-	-
Review and recommend subscription for commercial prospective graduate student database.	9/2009	11/2009	Subscription finalized.	Data Manager	\$7,000/ year	-	-	-

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Objective A Cont.: During Academic Year 2009, implement an enrollment management program to attract highly academically qualified students and increase the number of those students in degree programs.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Engage academic departments in actively recruiting academically talented students by providing access to prospective student database.	11/2009	12/2009	The number of unconditionally admitted students with cumulative average of 3.25 or higher, and a standardized test score within the upper 25% of test takers will increase in each department by at least 2% per year.	Assistant Dean	-	-	-	-

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School of Graduate Studies

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Objective B: Beginning in Academic Year 2009, in order to be fully implemented by Academic Year 2011, increase the funding available for graduate assistantships so that students receive an amount adequate for subsistence, thereby making the program more competitive and attracting students sufficiently qualified and skilled to assist with research.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Research fair market value for graduate assistantship program.	6/2009	10/2009	Composite graduate assistantship data collected on comparable institutions; composite graduate assistantship data collected on state institutions; new ASU graduate assistantship amount established.	Assistant Dean	-	-	-	-
Identify non-university sources to fund additional graduate assistantships.	6/2009	5/2010	At least one new funding source identified and secured each year; at least two new assistantships funded each year.	Dean	-	-	-	-

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Objective C: Beginning in Academic Year 2009, continue to improve the services to clientele as it relates to communication, resources, programs and services through implementing an e-Business environment (i.e. a paperless admissions process).

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Convert all Office of Graduate Studies(OGS) student documents to electronic format and make documents available online.	9/2009	6/2010	100% of OGS documents converted to electronic format and made available on the OGS web page.	Data Manager	-	-	-	-
Implement and maintain a OGS social utility page (e.g., Facebook, etc.)	9/2009	10/2009	At least one social network is established. At least one news event is posted each week. At least 60% of graduate students will subscribe to the social utility page.	Data Manager (with the assistance of the Enrollment Manager)	-	-	-	-
Convert existing student records to electronic format.	9/2009	9/2011	100% of student records converted.	Data Manager	-	BANNER Extender	-	-

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Objective Cont: Beginning in Academic Year 2009, continue to improve the services to clientele as it relates to communication, resources, programs and services through implementing an e-Business environment (i.e. a paperless admissions process).

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Implement auto-response to the application process.	1/2010	4/2010	Auto response letters are generated for all complete and incomplete applications.	Data Manager	-	BANNER Communication	-	-

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Objective D: Beginning in Academic Year 2009, collaborate with departments to ensure there exists a functioning and effective advising and mentoring program for every graduate student.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Develop advising packet for all departments.	9/2009	10/2009	General advisement packet is distributed to all departments.	Data Manager	-	-	-	-
Develop mentoring packet for all departments.	1/2010	2/2010	Mentoring packet distributed to all departments.	Data Manager	-	-	-	-

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Objective E: Beginning in Academic Year 2009, and continuing every academic year thereafter, collaborate with the Graduate Council to ensure that every graduate student has the opportunity to conduct advanced research

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Identify current on-campus research projects in which students can participate.	9/2009	11/2009	100% of all eligible research projects will be identified.	Assistant Dean	-	-	-	-
Identify external research projects in which students can participate.	9/2009	12/2009	At least one external research project is identified for each graduate degree program.	Assistant Dean	-	-	-	-
Establish process for assisting students with applications for participation in research projects.	1/2010	5/2019	The number of students participating in research projects will increase at least 10% per year until 100% participation is reached.	Assistant Dean	-	-	-	-

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Objective F: Beginning in Academic Year 2009, collaborate with the Global Programs office to develop a multicultural event targeting graduate students each semester which will increase to quarterly activities by Academic Year 2010.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Develop a list of events or themes from which to select for collaborative presentation.	9/2009	5/2010	List of events and themes compiled	Dean	-	-	-	-
Host events quarterly through collaboration with the Global Programs office.	12/2009	12/2009 Ongoing	At least four events are identified and presented each academic year	Dean	\$4,000/year	-	-	-

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Objective G: Beginning in Academic Year 2009, and continuing every academic year thereafter, collaborate with the Graduate Council to ensure that every graduate course is evaluated by students and that the evaluations are carefully reviewed and used to improve the effectiveness of instruction.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Develop Graduate Evaluation of Instruction Committee.	10/2009	11/2009	Committee members identified and meetings held.	Dean	-	-	-	-
Develop course evaluation instrument and pilot test instrument.	11/2009	1/2010	Final version of evaluation instrument is accepted by the Graduate Council.	Dean	-	-	-	-
Evaluate graduate courses using accepted instrument.	4/2010	5/2010	100% of graduate class evaluated.	Dean	-	-	-	-
Implement recommendations and findings from evaluations.	5/2010	6/2010 Ongoing	Updated course syllabi	Dean	-	-	-	-

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Objective H: During Academic Year 2009, appoint members of the Graduate Student Organization to participate in a campus-wide committee which will sponsor activities on campus to encourage a healthier lifestyle.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Select graduate student to participate on university-wide Healthier Lifestyle Committee.	9/2009	9/2009	Student is recommended to committee chairman and accepted on the committee.	Assistant Dean	-	-	-	-
Co-Sponsorship of on-campus activities by the Healthier Lifestyle Committee	12/2009	1/2010	Events publicized, held, and attended	Assistant Dean	\$1,000 (annually)	-	-	-

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Objective I: During Academic Year 2009, collaborate with the department chairs to encourage participation of graduate students in national organizations.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Compile list of professional organizations available for graduate student membership.	11/2009	12/2009	Completed list of professional organizations is finalized and disseminated to departments.	Data Manager	-	-	-	-
Develop strategies to encourage student membership.	2/2010	2/2010 Ongoing	Starting with not less/fewer than two students, student memberships in each organization will increase until at least 20% of the graduate students in the specific discipline are members.	Assistant Dean	-	-	-	-

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Objective J: Beginning in Academic Year 2010, implement a systematic process for assisting graduate students in applying for National Merit Scholarships/Fellowships.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Develop a database of national merit scholarships and fellowships for graduate students.	1/2010	1/2011	Functional database of at least 30 scholarships and fellowships is established.	Assistant Dean	-	-	-	-
Develop process to assist graduate students in completing application for fellowships or scholarships.	6/2010	9/2010	At least four students per year will apply for national merit scholarship or fellowship.	Assistant Dean	-	-	-	-
Implement application process by matching students to scholarship or fellowship opportunities.	9/2010	1/2011 Ongoing Annually	At least four students per year will apply for national merit scholarship or fellowship.	Assistant Dean	-	-	-	-

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Objective K: Beginning in Academic Year 2010, and continuing every academic year thereafter, collaborate with the Graduate Council to ensure that every graduate student has the opportunity to participate in learning experiences which focus on global affairs, environmental studies and leadership development.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Establish a Graduate Council Committee on Unique and Enriching Learning Experiences.	10/2009	10/2009	Committee is approved by the Graduate Council.	Dean	-	-	-	-
Offer, through the committee's recommendations, a series of unique and enriching learning experiences.	1/2010	5/2010 Ongoing Annually	At least two Graduate School or departmentally sponsored event will be offered each academic year.	Dean	\$7,000/year	-	-	-

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Objective L: During Academic Year 2010, collaborate with department chairs to implement a strategy to create on-campus work opportunities for graduate students.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Develop a proposed process for employing graduate students in the various departments.	2/2010	2/2010	Proposal completed and presented to Dean's Council.	Dean	-	-	-	-
Implement the on-campus work program.	9/2010	9/2010	At least ten students are employed annually.	Dean	\$10,000/year	-	-	-

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Objective M: During Academic Year 2010, collaborate with department chairs to develop an event which will result in a roundtable discussion with business, professional and education leaders to ensure that curriculum of graduate courses is relevant to prospective employers.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Collaborate with Vice President (VP) for Marketing and Development, and VP for Academic Affairs to develop a list of business and professional leaders.	1/2010	1/2010	Completed list of potential participants is finalized.	Dean	-	-	-	-
Develop a graduate school curriculum advisory group.	3/2010	5/2010 Ongoing Annually	Advisory Council established and convenes at least two times annually.	Dean	-	-	-	-
Present recommendations of advisory council to Graduate Council.	9/2010	5/2010 Ongoing Annually	Annual report from advisory council is developed and presented.	Dean	-	-	-	-
Host roundtable discussion with business, professional and education leaders regarding curriculum's relevance to prospective employers.	5/2010	6/2010	Roundtable held and feedback received	Dean	-	-	-	-

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Objective N: Beginning in Academic Year 2014, collaborate with the Graduate Council in order to increase the number of online course offerings by 25%, and by Academic Year 2019, to ensure that 50% of all graduate credit hours will be available online.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Establish Graduate Distance Education Committee (GDEC) to develop strategies for increasing online/distance learning courses.	10/2009	10/2009	Committee is established and develops a list of strategies which is accepted and implemented by the Graduate Council.	Dean	-	-	-	-
Provide training for faculty who wish to develop new distance learning instruction.	3/2010	5/2010 Ongoing Annually	At least two workshops for faculty are offered annually.	Dean	\$8,000/ year	-	-	-
Implement new distance education instruction.	9/2010	9/2010 Ongoing	At least two new Courses per degree program each year until at least 50% distance instruction is achieved.	Department Chairs	\$8,000/ year	-	-	-

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I: Student-Centered: The Office of Graduate Studies (SGS) will develop and improve programs and services that enhance the personal, social, financial, and educational advancement of students in all aspects of campus culture that support student learning and development, increase the number of new graduate degree programs to attract and retain high achieving students.

Objective O: Beginning in Academic Year 2014, hire additional personnel (i.e., an Enrollment Management Coordinator) and provide professional development opportunities for them in order to ensure the School’s personnel have the appropriate skills and expertise to meet the needs of graduate students and carry out the school’s mission.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Assign Enrollment Management Coordinator’s function to current office personnel.	9/2009	9/2009	Enrollment Management function is assigned and operable.	Dean		-	-	-
Identify staff development opportunities for OGS staff.	9/2009	5/2010 Ongoing Annually	All staff will engage in at least one development activity each year.	Dean	\$5,000/year	-	-	-
Advertise Enrollment Management Coordinator’s position.	7/2013	9/2013	Ads placed in at least three difference publications.	Dean	\$ 500	-	-	-
Conduct interviews and hire Enrollment Management Coordinator.	10/2013	6/2014	EM Specialist is hired, trained, and assumes responsibility for recruiting.	Dean	\$40,000/year	Enrollment Management Coordinator	-	-

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Goal II: Academic Excellence: The Office of Graduate Studies(OGS) will design and implement new and effective academic programs that encompass expansion of scholarly research skills.

Objective A: During Academic Year 2009, continue the planning of the Biotechnology program (ensure that funds to support personnel, building, and curriculum are in place) in order to have the program fully-funded and operational by Academic Year 2012.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Provide assistance in securing personnel for the Biotechnology program.	9/2009	9/2010	At least one FTE faculty is identified to coordinate the program.	Dean of AREAS	\$65,000	-	-	-
Develop and implement recruiting strategies for the Biotechnology program.	1/2010	2/2010	At least five new students will be admitted to the program.	Dean of AREAS	\$2,000	-	-	-
Identify resources to complete unfinished Biotechnology building space.	1/2010	2/2010	Unfinished space renovation is completed.	Dean of ARES	-	-	-	-
Implement full program course offerings.	9/2012	9/2012	Complete curriculum is finalized and published in the university catalog.	Biotechnology Chairman	-	-	-	-

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Goal II: Academic Excellence: The Office of Graduate Studies will design and implement new and effective academic programs that encompass expansion of scholarly research skills.

Objective B: Beginning in Academic Year 2009, and continuing every academic year thereafter, utilize cutting-edge curriculum delivery models and technology, including online courses, satellite centers, increased-distance learning, hybrid programs, peer instruction and weekend courses in order to make graduate education accessible to, and engaging for more students.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Arrange series of workshops on cutting-edge instructional technology with Academic Technology Office.	10/2009	5/2010 Ongoing	At least two workshops per academic year are offered.	Assistant Dean	\$4,000/year	-	-	-
Conduct feasibility study for weekend courses.	11/2009	1/2010	Completed study which provides information and data on the efficacy of weekend courses.	Data Management Specialist	Data Manager	-	-	-
Set minimum number of courses utilizing cutting-edge technology for each graduate department.	12/2009	5/2010 On-going	At least two revised courses utilizing cutting-edge technology will be developed by each department each year.	Assistant Dean	\$8,000/year	-	-	-

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Objective C: During Academic Year 2009, and continuing every academic year thereafter, strengthen research exposure and research skills of graduate students, through on-campus and off-campus research opportunities undertaken with national research laboratories and other institutions.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Compile list of on-campus research projects and match students with appropriate opportunities.	9/2009	5/2010 Ongoing	At least five students per academic year will be engaged in an on-campus research project.	Dean				
Compile list of off-campus research opportunities available for graduate students and match students with appropriate opportunities.	9/2009	6/2010 Ongoing	At least five students per academic year will be engaged in an off-campus research project.	Dean				
Submit proposals to external entities (e.g. National Science Foundation, National Institute of Health, U.S. Department of Education, etc.) to fund research opportunities for graduate students.	9/2009	5/2010 On-going	At least two proposals will be funded annually.	Dean				

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Goal II: Academic Excellence: The Office of Graduate Studies will design and implement new and effective academic programs that encompass expansion of scholarly research skills.

Objective D: Beginning in Academic Year 2009, increase the Office of Graduate Studies' graduation rate by 5% and continue this every academic year thereafter.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Develop a system for ongoing monitoring of individual student progress in order to ensure that the student stays on track for graduation.	1/2010	5/2010 Ongoing	100% of graduate students will receive regular communications regarding their academic progress.	Assistant Dean	-	-	-	-
Develop an in-house workshop highlighting successful strategies employed by graduate degree departments.	9/2010	5/2010 Ongoing	At least 80% of academic units will meet the graduation rate target.	Dean	-	-	-	-
Develop a system for tracking the graduation rate for individual academic units.	10/2009	5/2010 Ongoing	Six-year graduation rate information is provided for each unit. All graduate degree units develop and implement an approved plan of operation for rate improvement.	Data Manager	-	-	-	-

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Goal II: Academic Excellence: The Office of Graduate Studies will design and implement new and effective academic programs that encompass expansion of scholarly research skills.

Objective E: Beginning in Academic Year 2009, the Office of Graduate Studies will increase enrollment of graduate students by 5% and continue this every academic year thereafter?

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Set target enrollment quotas for each academic unit.	9/2009	5/2019	Each department be assigned targeted number of recruits and implement strategies to meet target.	Dean		-	-	-
Develop multi-media recruiting materials.	9/2009	5/2019	Media aids published or broadcasted in at least four different media sources.	Assistant Dean	\$5,000/year	-	-	-
Implement multi-faceted recruiting activities.	10/2009	5/2010 Ongoing Annually	At least four graduate recruiting fairs and at least 2 school district visitations will be done annually.	Assistant Dean	\$6,000/year	-	-	-

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Objective F: Beginning in Academic Year 2014, offer a doctoral degree program in either Education or Agriculture.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Initiate exploratory discussions with Deans of schools interested in developing a doctoral program.	10/2009	12/2009	White papers are submitted for each proposed degree.	Dean of Office of Graduate Studies(OGS)	-	-	-	-
Conduct needs analysis, select degree program, and develop proposal.	7/2010	1/2011	Draft of degree proposal completed.	Dean of OGS	\$5,000	-	-	-
Submit degree proposal for on-campus approval.	4/2011	4/2012	Approval granted by Curriculum Committee, VP for Academic Affairs, and IHL Board.	Dean of Academic School	-	-	-	-
Offer degree program in selected discipline.	8/2014	8/2014 Ongoing	Doctoral degree offered in Education or Agriculture	Dean of OGS (with the assistance of the Dean of the relevant Academic School)	-	-	-	-

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Unit Goal III – Shared Governance and Professionalism: The Office of Graduate Studies will implement programs and services which inform students of policies, procedures, and processes which impact their progression through the program, and which will allow students to take an active role governance issues.

Objective A: Beginning in Academic Year 2009, and continuing every academic year thereafter, conduct workshops each semester in order to enhance graduate students’ awareness of University policies and procedures, particularly those relevant to their program of study.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
With the assistance of the Graduate Student Organization (GSO), prepare a discussion document specifying issues raised by existing policies and practices and indicate possible options.	9/2009	5/2010 Ongoing Annually	At least two workshops per academic year will be offered.	Dean				
Conduct workshops.	12/2009	1/2010 Ongoing	Workshops held and attended by graduate students	Dean	\$1,000/ year			

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Unit Goal III – Shared Governance and Professionalism: The Office of Graduate Studies will implement programs and services which inform students of policies, procedures, and processes which impact their progression through the program, and which will allow students to take an active role governance issues.

Objective B: During Academic Year 2009, activate the Graduate Student Organization and ensure graduate student representation on the Graduate Council.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Activate the Graduate Student Organization (GSO) and provide the committee's charge regarding representation on committees, and as the advocate for graduate student concerns.	9/2009	9/2009	Student representative from the GSO appointed to Graduate Council and University Committee on Global Programs.	Assistant Dean	-	-	-	-

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Objective C: Beginning in Academic Year 2009, all Graduate Council and Graduate Student Organization minutes will be placed online on the Office of Graduate Studies web page.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Archive all minutes according to dates of meetings and post on website.	10/2009	5/2010 Ongoing	100% of minutes of the Graduate Council and the Graduate Student Organization will be available online.	Data Manager	-	-	-	-

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Unit Goal III – Shared Governance and Professionalism: The Office of Graduate Studies will implement programs and services which inform students of policies, procedures, and processes which impact their progression through the program, and which will allow students to take an active role governance issues.

Objective D: Beginning in Academic Year 2009, provide all graduate program departments, school offices, Registrar’s Office, and the Academic Affairs office with both hard copies and electronic copies of Office of Graduate Studies policies and procedures changes utilizing a signature of receipt delivery method.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Review and revise policies and procedures that govern Office of Graduate Studies.	8/2009	12/2009	Revised published Policies and Procedures Manual (hardcopy and electronic).	Assistant Dean	\$500	Glossy paper, Heavy stock paper for binding.	-	-1
Provide hardcopy and digital copy of revised Policies and Procedures to designated offices and verify receipt via Hand Receipt Form.	1/2010	3/2010 Ongoing	Hand Receipts of Policies and Procedures, Electronic Email Stamp of Policies and Procedures.	Assistant Dean	-	-	-	-

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Unit Goal III – Shared Governance and Professionalism: The Office of Graduate Studies will implement programs and services which inform students of policies, procedures, and processes which impact their progression through the program, and which will allow students to take an active role governance issues.

Objective E: Beginning in Academic Year 2009, review all Office of Graduate Studies survey and evaluation forms to ensure reliability and validity of the same.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Review survey questions and responses on all forms to validate or eliminate questions for revised survey form.	10/2009	11/2009	All surveys and questionnaires are reviewed and revised.	Data Manager	-	-	-	-
Implement evaluation processes using revised surveys.	12/2009	5/2010 Ongoing	All surveys and questionnaires are used to collect specified data.	Data Management Specialist	-	-	-	-

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Unit Goal III – Shared Governance and Professionalism: The Office of Graduate Studies will implement programs and services which inform students of policies, procedures, and processes which impact their progression through the program, and which will allow students to take an active role governance issues.

Objective F: Beginning in Academic Year 2010, recommend a graduate student representative for membership on accountability task force.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Request that the Graduate Student Organization elect a representative to serve on the university accountability task force.	9/2010	9/2010	Graduate student is accepted as an official representative, on the accountability task force, and provides reports of all meetings to the Graduate Student Organization and to the Office of Graduate Studies.	Dean	-	-	-	-

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Unit Goal IV – Enhancement of Infrastructure and Technology: The Office of Graduate Studies will evaluate administrative processes and systems to identify opportunities to utilize technology for improvement and efficiency to better serve students, faculty and staff, improve communication with constituents/stakeholders, and efficiently manage resources.

Objective A: During Academic Year 2009, expand online orientation and advising programs for graduate students.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Convert existing student records to electronic format.	9/2009	9/2011	100% student records converted.	Data Manager		BANNER Extender	-	-
Develop online media presentation for informing students about Graduate Studies.	10/2009	3/2010	Informational videos completed and activated online. Web links for information and documents are completed and activated online.	Assistant Dean	\$500	-	-	-
Create an online student/faculty advising model for training on essential graduate requirements and programs of study.	12/2009	5/2010	Advising Manual, Advising Inventory/Survey completed and used in at least 2 workshops annually.	Data Manager	-	-	-	-

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Unit Goal IV – Enhancement of Infrastructure and Technology: The Office of Graduate Studies will evaluate administrative processes and systems to identify opportunities to utilize technology for improvement and efficiency to better serve students, faculty and staff, improve communication with constituents/stakeholders, and efficiently manage resources.

Objective B: During Academic Year 2009, continue the transition to online/digital student records and implement Extender/Online Document Management software. During academic year 2010, complete the transition from ScanFlow temporary software.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Design document imaging and transition policy and plan for ScanFlow and Xtender.	8/2009	4/2010	Policies and Procedures Manual published, Date Stamp Log for Digital Records.	Data Manager	\$1,000	Xerox Copier/Scanner, ScanFlow Application Software	-	None
Implement BANNER 8 Document Management and Imaging Project. (Needs Assessment, Installation of Software, Testing and Configuration, Training, GO LIVE).	12/2009	8/2010	Shared Files Report, BANNER Document Imaging and Management Implementation Timeline Report published.	Data Manager	\$2200	Canon DR 9080C Flatbed Scanner, BANNER Document Imaging Module		Counter space for Scanner

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Unit Goal IV – Enhancement of Infrastructure and Technology: Office of Graduate Studies will evaluate administrative processes and systems to identify opportunities to utilize technology for improvement and efficiency to better serve students, faculty and staff, improve communication with constituents/stakeholders, and efficiently manage resources.

Objective C: During Academic Year 2009, assign Office of Graduate Studies (OGS) personnel specific responsibility for becoming trained on all BANNER utilities applicable to the school.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Review Job Descriptions and designate specific technology duties and responsibilities for BANNER.	9/2009	10/2009	Technology responsibilities are assigned to each staff member.	Dean		Job Description Manual, Policies and Procedures Manual	-	-
Outline a BANNER training schedule based on technology assignments.	10/2009	5/2010	All staff members successfully complete training and demonstrate proficiency on BANNER use.	Dean	-	SMART Lab	CITS Consultant and Trainer	-

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Objective D: Beginning in Academic Year 2009, and continuing every academic year thereafter, provide adequate storage space for the Office of Graduate Studies in order to adequately store and safe keep student files and theses.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Develop specifications for expansion of space and incorporate into Facilities Master Plan.	10/2009	5/2010	Blueprint and Construction Plan completed.	Dean	\$5,000	-	-	-
Remodel portions of vault and conference room to extend storage. (include fireproof safeguards in construction project).	7/2010	9/2010	Remodeling Floor Plan for Completed Project. Office of Graduate School storage space increased by at least 45 square feet.	Dean(with assistance of Assistant Dean, and Facilities VP)	\$6,500	-	-	-

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Unit Goal IV – Enhancement of Infrastructure and Technology: The Office of Graduate Studies will evaluate administrative processes and systems to identify opportunities to utilize technology for improvement and efficiency to better serve students, faculty and staff, improve communication with constituents/stakeholders, and efficiently manage resources.

Objective E: Beginning in Academic Year 2009, the Office of Graduate Studies, through the Graduate Council, will monitor the implementation of CAPP in all graduate degree programs.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Establish Graduate Council Oversight Committee to review all components of CAPP implementation and make recommendations.	10/2009	9/2012	Systematic process for implementing CAPP is adopted by the Graduate Council such that at least three degree programs are completed each semester until 100% of all degree programs are completed.	Dean	-	CAPP Manual, Degree Requirements Guidelines	-	-
Conduct degree program analysis of students' academic profile for compliance.	2/2010	3/2010	CAPP documentation will show at least 90% compliance.	Enrollment Manager	-	BANNER, Program of Study Sheets, Transcripts	-	-

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Unit Goal IV – Enhancement of Infrastructure and Technology: The Office of Graduate Studies (OGS) will evaluate administrative processes and systems to identify opportunities to utilize technology for improvement and efficiency to better serve students, faculty and staff, improve communication with constituents/stakeholders, and efficiently manage resources.

Objective 3: Beginning in Academic Year 2010, improve online service by making access to online information more user-friendly (i.e. creation of navigation of links to easily access news, information and forms).

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Outline eServices and provide easily accessible guidance for logging on to information.	8/2009	7/2010	Navigation Directory of Services and Linkages activated on SGS web site.	Data Manager	-	Workstation, CMS Webpage Application Software, Microsoft Office	-	-
Build interactive environment for sharing and collecting information.	9/2009	7/2010	PDF forms, Interactive Videos, Student Surveys are activated as interactive forms.	Data Manager	-	Workstation, Webcam, Adobe Professional 9 or higher interactive software, Microsoft Office Applications, Server space	CITS Technical Assistant & Project Manager (Collaboration)	-

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Unit Goal V – Enhancement and Diversification of Resources: The Office of Graduate Studies(OGS) will develop systems and mechanism to increase and diversify sources of funding for graduate programs and services.

Objective A: During Academic Year 2009, develop strategies to assist academic departments with graduate programs to reach out to corporate, small business and educational entities in order to engage in resource development activities sufficient to provide endowed chairs, so that by academic year 2014 at least one endowed chair will be established in a graduate program.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
In conjunction with the Vice President for Marketing and Development, establish OGS Advisory Council to oversee development.	11/2009	12/2009	At least one report per semester is generated with the OGS Advisory Council's recommendations for development.	Dean	-	-	VP for Marketing and Development	-
Identify and apply for external funds through relevant foundations, business, and government agencies.	1/2010	5/2019	At least one development proposal will be submitted each year.	Dean	-	-	-	-
Establish an endowed chair in a graduate program.	8/2014	9/2014 Ongoing	At least one SGS department has an endowed chair.	Dean	-	-	-	-

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Unit Goal V – Enhancement and Diversification of Resources: The Office of Graduate Studies will develop systems and mechanism to increase and diversify sources of funding for graduate programs and services.

Objective B: Beginning in Academic Year 2009, develop a strategy for increasing funding for graduate assistantships through sponsorships by external entities so that by academic year 2019 at least five assistantships are sponsored by external agencies.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Compare a list of foundations, businesses, and agencies which provide funding for graduate education.	10/2009	1/2010	A comprehensive list of potential external sponsors of assistantships will be compiled and distributed to departments.	Dean	-	-	-	-
Complete proposals or applications for externally funded student financial assistance using the compiled list.	2/2010	5/2010 Ongoing	At least one new graduate assistantship will be funded biennially.	Dean	-	-	-	-

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Unit Goal V – Enhancement and Diversification of Resources: The Office of Graduate Studies will develop systems and mechanism to increase and diversify sources of funding for graduate programs and services.

Objective C: Beginning in the spring of Academic Year 2010, initiate the development of a graduate student alumni database to foster graduate students participation in the annual campaign so that by academic year 2015 at least 30% of graduate alumni make contributions to the annual campaign.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Working with the Director of Alumni Affairs, compile list of graduates.	10/2009	1/2010	A database of graduates form is completed and accessible for use to contact graduates.	Data Management Specialist	-	-	-	-
Develop communication packet for graduate alumni in conjunction with the university's annual campaign.	2/2010	3/2010	100% of alumni in the database will receive a SCS annual campaign packet.	Data Manager	-	-	-	-
Develop a tele-campaign to solicit alumni support to graduate students.	3/2010	4/2010 Ongoing	At least 10% of alumni contacted will participate in the annual campaign.	Dean	-	-	-	-

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Unit Goal VI – Diversity: The Office of Graduate Studies will actively recruit a globally diverse student body.

Objective A: Beginning in Academic Year 2009, and continuing every academic year thereafter, continue established Memoranda of Agreements with international universities (Russia and India) to increase the enrollment of international graduate students, and opportunities for global collaborations among students and faculty.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Develop a systematic procedure for reviewing and evaluating current MOAs with international institutions.	10/2009	11/2009	100% of all School of Graduate MOAs will be evaluated.	Dean	-	-	-	-
Identify other institutions interested in developing MOAs and complete the agreements.	2/2010	5/2011 Ongoing Biennially	At least one new MOA will be developed biennially.	Dean	\$7,500/ every two years	-	-	-

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Unit Goal VI – Diversity: The Office of Graduate Studies will actively recruit a globally diverse student body.

Objective B: During Academic Year 2009, implement an enrollment management program to attract highly academically qualified international students and increase the number of those students in degree programs.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Develop a system for recruiting international students which includes a multi-faceted multi-media approach.	11/2009	12/2009	At least four strategies for effectively recruiting international students will be adopted.	Enrollment Manager	-	-	-	-
Engage academic departments in identifying potential international students for their degree programs.	1/2010	5/2010 Ongoing	International student enrollment increased by at least 2% annually in each academic unit.	Department Chairs	\$5,000/year	-	-	-

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Unit Goal VI – Diversity: The Office of Graduate Studies will actively recruit a globally diverse student body.

Objective C: Beginning in Academic Year 2009, ensure representation on the Diversity Council by appointing a member of the Graduate Student Organization (GSO) to serve on this committee.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Request recommendations for student representative from the Graduate Student Organization(GSO).	10/2009	5/2010 Annually	At least one graduate student appointed to Diversity Council each academic year.	Dean	-	-	-	-

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Unit Goal VII – Community Outreach and Engagement: The Office of Graduate Studies will encourage collaboration with community partners to improve education and services within the various communities surrounding the university.

Objective A: Beginning in Academic Year 2009, and continuing every academic year thereafter, provide technical assistance to neighboring school districts and community agencies in the area of computer technology through volunteers from the Graduate Student Organization (GSO).

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Compile list of graduate student volunteers with the assistance of the Graduate Student Organization(GSO) and match students with the expressed needs of community agencies.	10/2009	11/2009 Ongoing	Graduate student volunteers listed.	Assistant Dean	-	-	-	-
Develop logistics and implement plans to assist community agencies.	11/2009	7/2019	At least two agencies per year will be provided with technological assistance.	Assistant Dean	\$1,000/ year	-	-	-

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Unit Goal VII – Community Outreach and Engagement: The Office of Graduate Studies will encourage collaboration with community partners to improve education and services within the various communities surrounding the university.

Objective B: Beginning in Academic Year 2009, and continuing every academic thereafter, the Office of Graduate Studies will partner with local school districts and businesses to offer quality educational activities and training based on identified needs of prospective and current graduate students.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Survey local school districts and businesses to determine educational activities desired.	10/2009	11/2009 Ongoing	At least four different entities will be identified to which to provide needed services.	Dean	\$100	-	-	-
Select community entities to which educational services will be provided and implement program.	11/2009	7/2014	At least two entities per year will be provided with request to educational service.	Dean	\$5,000	-	-	-

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Unit Goal VII – Community Outreach and Engagement: The Office of Graduate Studies will encourage collaboration with community partners to improve education and services within the various communities surrounding the university.

Objective C: Beginning in Academic Year 2011, and continuing every academic year thereafter, ensure representation on the Center for Excellence for Economic Development and Rural Life Council by appointing a member of the Graduate Student Organization (GSO) to serve on this council.

Action	Start Date	Estimated Completion Date	Quantifiable Measure	Responsible Person	Cost	Equipment/Resources Needed	Additional Personnel Needed	Space Needed
Request Recommendation for student representative from the (GSO).	9/2011	5/2012 Ongoing Annually	At least one graduate student appointed to Center for Excellence for Economic Development and Rural Life Council each academic year.	Dean	-	-	-	-
Engage GSO in Undertaking projects sponsored by the Center for Excellence for Economic Development and Rural Life Council.	1/2012	7/2014 Ongoing	At least one project will be directed by the GSO annually.	Dean	\$5,000	-	-	-